

Today's Best Change Leaders: *What can we learn?*



Bill Joiner



CHANGEWISE



ChangeWise

- Boutique leadership and organizational change consulting firm with global reach
- Principals with 30+ year track-records supporting leaders and their organizations
- Originators of the Leadership Agility™ framework & Leadership Agility 360. Over 200 trained LA360 coaches
- Capacity for projects ranging from individual coaching to leadership & team development to organizational change



ChangeWise Principals



Bill Joiner

- Lead researcher & co-author of award-winning *Leadership Agility*

- Change consultant and coach, workshop facilitator, keynote speaker
- Designer of full suite of Leadership Agility services
- Harvard doctorate in OD

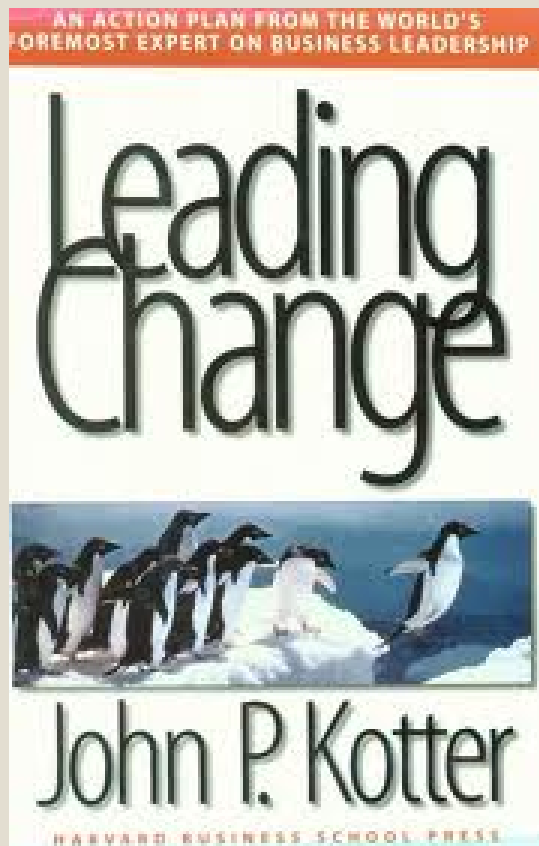


Debbie Whitestone

- Change consultant, leadership coach, workshop and meeting facilitator

- Seasoned, innovative thought-partner on complex change initiatives
- As Research Associate at Harvard Business School, authored best-selling business case
- Harvard doctorate in OD

Leading Change: Kotter's Steps



1. Establish a sense of urgency
2. Create a “guiding coalition”
3. Develop a vision & strategy
4. Communicate the change vision
5. Empower people for broad-based action
6. Generate short-term wins
7. Consolidate gains & produce more change
8. Anchor new approaches in the culture

Change Effort “Failure Rate”

Do 70% of Change Efforts Fail?

“From years of study, I estimate today more than 70 % of needed change either **fails to be launched**, even though some people clearly see the need, **fails to be completed** even though some people exhaust them-selves trying, or **finishes over budget**, late and with initial aspirations unmet.”

John Kotter, *A Sense of Urgency*, pp. 12-13

17 Years Later: What is Different?



Two powerful, deep trends in the global business environment:

- Pace of change
- Degree of inter-dependence (complexity)

What is Agility?

- For organizations, teams and individual leaders ...
- **Agility** is the ability to perform effectively amid conditions of rapid change and interdependence

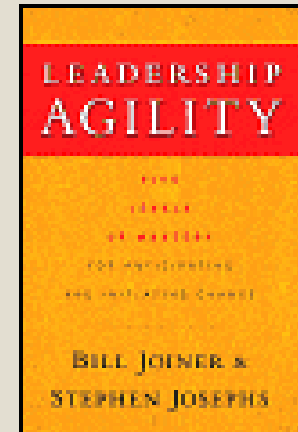


The Case for Leadership Agility

- Research consistently shows that agile organizations have superior business results. Agility is a **competitive advantage**
- 90% of executives believe agility is **essential**
- Primary obstacle = **organizational culture**
- **Key factor in setting an organization's agility level:** Agility of the organization's leaders and leadership culture. (Based on several broad-based surveys sponsored by ChangeWise)

5 Year Research Project

- Do today's conditions require **new** leadership capacities and skills?
- How do highly agile leaders **think and behave** (in leading change, leading teams & pivotal conversations)?
- How does leadership agility **develop**?
- **Key finding:** Levels of leadership agility correlate with well-established stages of personal development



The Essence of Leadership Agility



Focus



Step back



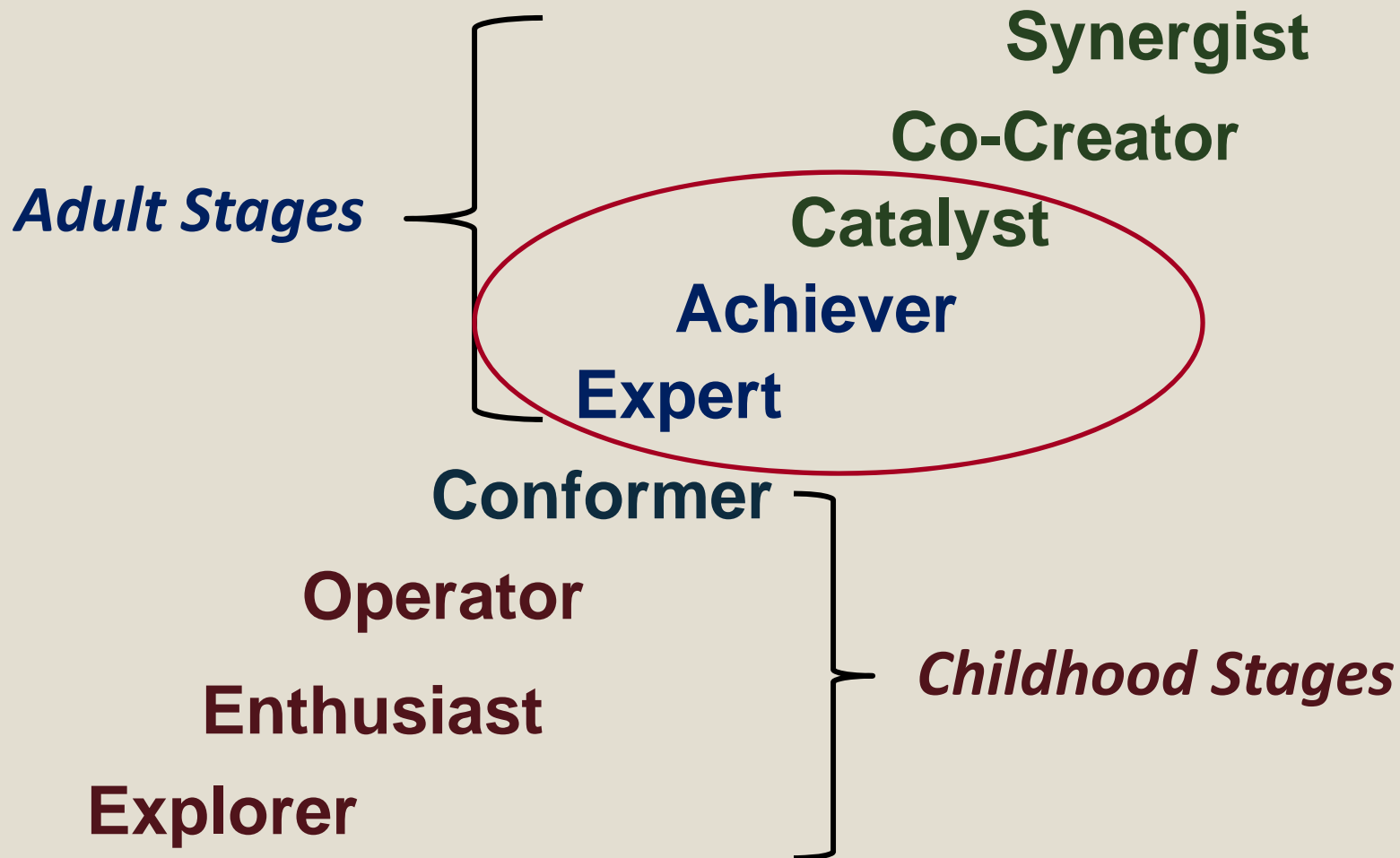
Gain a broader, deeper view



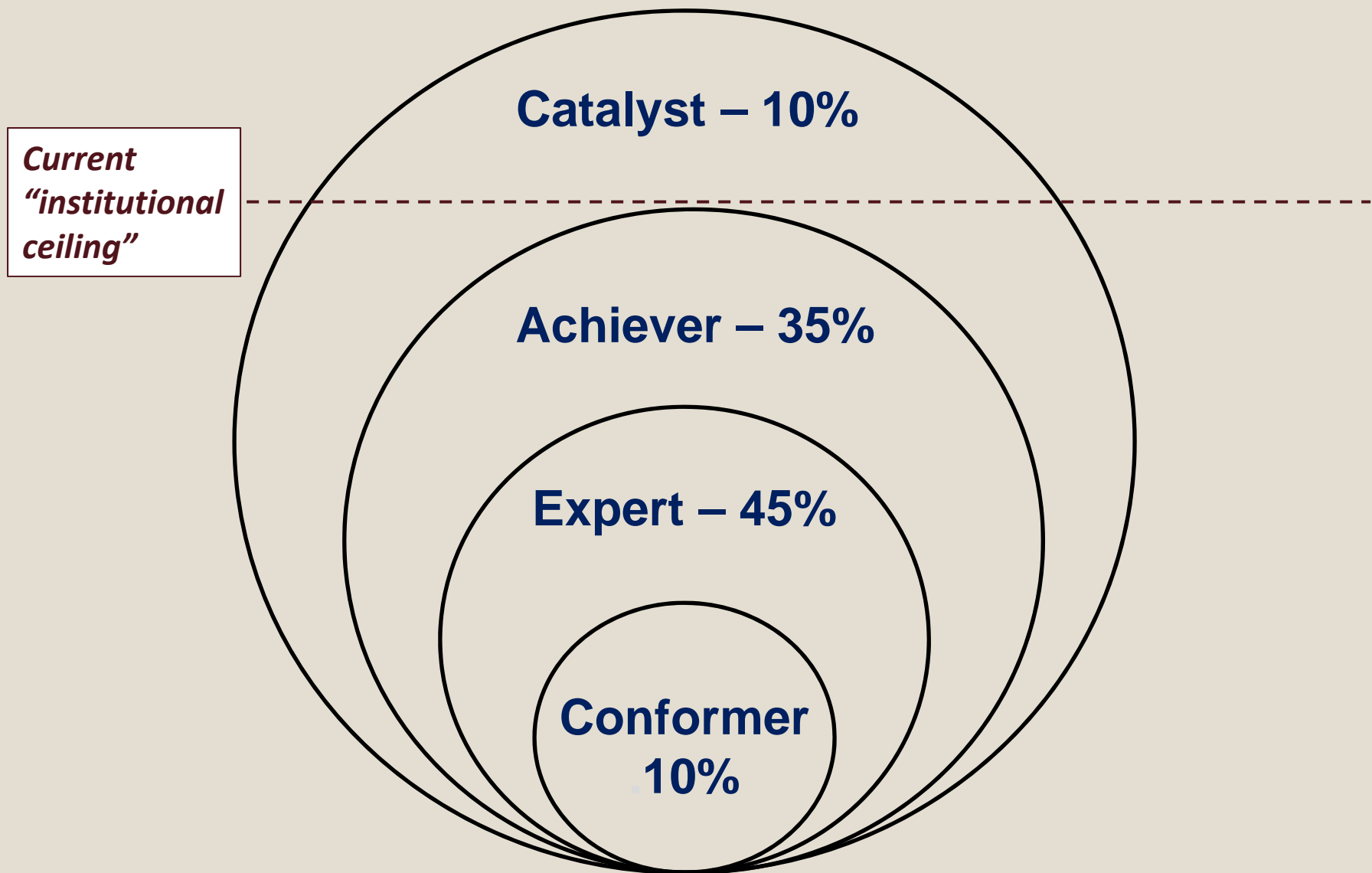
Re-engage, take action

Stages of Development

From *Leadership Agility* by Joiner & Josephs ...



Leadership Agility Capacities



Four Key “Leverage Points”

From *Leadership Agility* by Joiner & Josephs ...

Context-Setting Agility	<ul style="list-style-type: none">• Scanning, identifying, framing change initiatives
Stakeholder Agility	<ul style="list-style-type: none">• Understanding stakeholders & gaining alignment
Creative Agility	<ul style="list-style-type: none">• Designing the change process, analyzing & solving problems
Self-Leadership Agility	<ul style="list-style-type: none">• Experimenting with new mindsets & behaviors, learning through feedback and reflection

Context-Setting Agility

From *Leadership Agility* by Joiner & Josephs ...

Expert	<ul style="list-style-type: none">• Focuses on tactical, incremental changes within one's area of responsibility/authority
Achiever	<ul style="list-style-type: none">• Initiates episodic changes based on analysis of the system's past and emerging strategic environment. Focus is on strategic outcomes
Catalyst	<ul style="list-style-type: none">• Develops "organizational agility," the capacity to meet any future strategic challenge. Often sets a context that goes beyond the industry. Emphasizes the growth of a highly participative, candid, empowering culture

Stakeholder Agility

From *Leadership Agility* by Joiner & Josephs ...

Expert	<ul style="list-style-type: none">Minimal stakeholder engagement. Tends to undervalue & avoid exploration of other views
Achiever	<ul style="list-style-type: none">Develops a “cognitive map” of stakeholders. Engages stakeholders and seeks their buy-in
Catalyst	<ul style="list-style-type: none">Robustly engages a diverse set of stakeholders. Seeks to learn from differing views and frameworks. Uses the change process itself to develop a more participative, empowering culture

Creative Agility

From *Leadership Agility* by Joiner & Josephs ...

Expert	<ul style="list-style-type: none">• Focuses on the most pressing business and/or technical problems, one problem at a time
Achiever	<ul style="list-style-type: none">• Maintains and utilizes a systems perspective. Sees connections between problems, which are assessed and addressed in relationship to a larger context
Catalyst	<ul style="list-style-type: none">• Deepens the systems perspective to include the “human system” underlying business and technical systems

Self-Leadership Agility

From *Leadership Agility* by Joiner & Josephs ...

Expert	<ul style="list-style-type: none">Interested in improving expertise in the use of change methods. Not very open to feedback or experimentation with more effective leadership behavior
Achiever	<ul style="list-style-type: none">Open to feedback/trying new behaviors that might help achieve intended change outcomes
Catalyst	<ul style="list-style-type: none">Seeks and utilizes feedback about ways to behave more effectively when leading change. Coaches direct reports in doing this as well

The Research Shows that ...



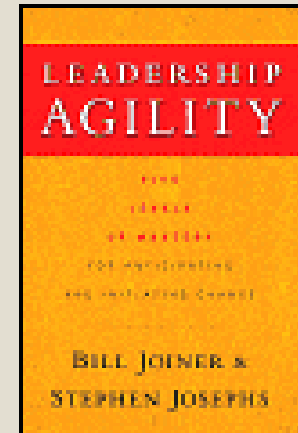
- You don't skip stages/levels
 - You retain capacities you develop at previous levels
 - Your agility level can vary throughout the day
-
- “Downshifting” to previous levels can be intentional or unintentional
 - It's about expanding your repertoire!

From Leadership Agility by Joiner & Josephs

Assess your own Agility Level

Resources Built into the Book

- Ch. 1: Assessment Grid
- Ch. 2: “Groundhog Day” scenarios
- Core chapters on leadership agility levels
- Ch. 9: Assessing Leadership Agility
- Ch. 10: Developing Leadership Agility



Self-Leadership Agility

From *Leadership Agility* by Joiner & Josephs ...

1. Clarify your leadership development objectives
2. Use everyday leadership initiatives to experiment with new mindsets and behaviors
3. Learn by reflecting on your actions and their consequences

Levels of Awareness & Intent

	Awareness	Intent
Expert	Modest reflective capacity	To improve and accomplish things
Achiever	Robust reflective capacity	To achieve desired outcomes for valued institutions
Catalyst	Able to “reflect in the moment”	To create satisfying human contexts that enable sustained achievement of desired outcomes

From *Leadership Agility* by Joiner & Josephs

ChangeWise Resources

www.changewise.biz

- Leadership Agility coaching & consulting
- Leadership Agility 360
- Action learning programs

Agile Change-Leader Lab



- You bring a real change project to work on in the Lab
- You learn the relevant agility levels experientially, self-assess, and set an aspiration
- You move through the Leadership Agility Compass via guided reflection, peer coaching, small group exercises
- Throughout, you work on developing more agile capacities and practices
- You return to work with new plans and new behavior

More information at www.changewise.biz

Next Public Change-Lab

March 11-12, in Boston

- For managers and *internal* Leadership or Organization Development professionals
- Register by Jan. 25 & receive special discount as a listener to this webinar
- To learn more, contact Debbie Whitestone:
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Questions & Comments



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